

Message Text

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ORIGIN SS-25

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DRAFTED BY M/MO:EDSOHM:EUR/EX:JCLARK:GLS

APPROVED BY M - MR. EAGLEBURGER

EUR - MR. HARTMAN

S/S - MR. ORTIZ

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FM SECSTATE WASHDC

TO AMEMBASSY BONN

AMEMBASSY BUCHAREST

AMEMBASSY LONDON

AMEMBASSY MADRID

AMEMBASSY PRAGUE

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EXDIS

E.O. 11652:N/A

TAGS: OGEN

SUBJECT: OPERATION CLEAN SLATE

FOR AMBASSADOR ONLY FROM EAGLEBURGER AND HARTMAN

1. WE ARE UNDERTAKING A PILOT PROJECT INVOLVING CERTAIN EUR POSTS TO TRY TO DEVELOP SOME NEW AND IMAGINATIVE SUGGESTIONS ON ORGANIZATION, STAFFING AND OPERATIONS OF OUR MISSIONS ABROAD. WHILE THIS KIND OF EFFORT WOULD BE IN ORDER AT ANY TIME, IT IS PARTICULARLY TIMELY NOW; THE SECRETARY SPOKE ON JUNE 27 ON THE IMPORTANCE OF ALLOCATING RESOURCES TO POLICY PRIORITIES.

2. WE WANT YOU TO TAKE A FRESH LOOK AT THE ORGANIZATION OF YOUR POST. THEN, WITH THE NEED TO SUPPORT THE U.S. NATIONAL INTERESTS AND SECURITY OBJECTIVES AS SET FORTH IN PARA LIMITED OFFICIAL USE

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(OR OTHER POLICY DOCUMENTS OF SIMILAR STATURE) ADDRESS

YOURSELF TO THE QUESTION OF THE ORGANIZATION AND STAFFING OF YOUR POST. IF YOU WERE STARTING FROM SCRATCH, E.G. WITH NO PERSONNEL IN HAND AND BOUND BY NO ORGANIZATIONAL TRADITION, HOW WOULD YOU PUT TOGETHER YOUR MISSION?

3. AT THE RISK OF INHIBITING YOUR IMAGINATION, YOU MIGHT BREAK YOUR ANSWER INTO THE FOLLOWING SUB-HEADINGS.

4. STAFFING. HOW WOULD YOU REPROGRAM YOUR RESOURCES IF YOU WERE STARTING FRESH? WHAT ADDITIONS WOULD YOU MAKE IN YOUR STAFF IN THE LIGHT OF BUDGET RESTRICTIONS? WHAT DELETIONS? WHAT SHIFTS? WHAT ABOUT TOURS OF DUTY? COULD THEY BE LONGER? DO YOU NEED GREATER VERSATILITY IN EMPLOYEES? OR SPECIALIZATION? HOW WOULD YOU SUGGEST DEPARTMENT MIGHT HELP TRAIN OFFICERS AND SUPPORT PERSONNEL TO BETTER PROVIDE THE QUALITIES AND CAPABILITIES YOU NEED IN YOUR NEW MISSION?

5. HOUSING. WHAT WOULD YOU CHANGE IN HOUSING ARRANGEMENTS? IS HOUSING CONSISTENT WITH OVERALL U.S. ROLE AND INTERESTS? HOW COULD YOU MAKE THE AMERICAN STAFF IN YOUR COUNTRY LESS DEPENDENT UPON EMBASSY ADMINISTRATIVE SERVICES? SHOULD THERE BE ANY CHANGES IN FSL STAFF? COULD DEPENDENTS WITH TRAINING, ESPECIALLY LANGUAGES, BE USED MORE EFFECTIVELY?

6. MANAGEMENT. WOULD YOU MAKE CHANGES IN THE STRUCTURE OF THE EMBASSY? CAN DEPUTY FUNCTIONS BE ASSUMED BY A SECTION CHIEF? IS THE TRADITIONAL EMBASSY STRUCTURE APPROPRIATE OR COULD THERE BE CHANGES? DO YOU SEE ANY POSSIBILITY FOR STREAMLINING ADMINISTRATIVE ARRANGEMENTS WITHIN THE EMBASSY OR REGIONALIZATION ELSEWHERE? WHAT FUNCTIONS OF REPORTING WOULD YOU ELIMINATE AND WHAT WOULD BE THE CONSEQUENCES? SHOULD CONSULAR POSTS BE ABOLISHED OR MAINTAINED IN DIFFERENT FORM? IF YOU HAVE RECENTLY SERVED AT ANOTHER EUR POST, DO NOT FEEL OBLIGED TO CONFINE YOUR IDEAS TO PRESENT POST OF ASSIGNMENT. WHAT SHOULD BE THE MANAGEMENT RELATIONSHIP WITH OTHER AGENCIES AT POST? SHOULD THE AMBASSADOR HAVE MORE AUTHORITY OVER USE OF THEIR RESOURCES? ARE YOU RECEIVING SUFFICIENT LIMITED OFFICIAL USE

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ADMINISTRATIVE SUPPORT FROM WASHINGTON FOR YOUR OPERATIONS? ARE THERE ANY AREAS WHERE SUPPORT COULD BE IMPROVED?

7. THIS IS AN ACADEMIC EXERCISE FOR THE MOMENT. WE HAVE NO INTENTION NOW OF IMPLEMENTING YOUR SUGGESTIONS OR EVEN OF HOLDING THEM AGAINST YOU IN LATER BUDGET EXERCISES. WE WANT YOUR NOTIONS OF THE IDEAL, INHIBITED ONLY BY YOUR JUDGMENT, AS TO HOW THIS COUNTRY SHOULD EQUIP

ITSELF IN YOUR POST TO EXECUTE THE POLICY OBJECTIVES
DEFINED ELSEWHERE. THIS IS A PILOT PROJECT TO ELICIT
IDEAS IN GENERAL, AND IN AS SPECIFIC A FORM AS YOU CARE
TO MAKE THEM, AND HOPEFULLY, BY THE END OF THE MONTH.

8. SUGGEST YOU SLUG YOUR REPLY EXDIS "FOR EAGLEBURGER
AND HARTMAN ONLY". KISSINGER

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